

retain, expand, attract

Mr. Robert Barbian
Director of Development
City of New Richmond
156 East First Street
New Richmond, WI 54017

Dear Robert:

The City of New Richmond is a community of about 8,000, located in one of the fastest-growing counties in the State of Wisconsin. Its proximity to both I-94 and the Minneapolis MSA are two of the area's natural advantages.

The City has recently completed a strategic plan. A major outcome of that plan was a renewed focus on growing the tax base in the City, especially through increased occupancy by industrial and commercial businesses. You have asked Ady Voltedge to propose on how we would develop and implement a plan for achieving this business goal.

Ady Voltedge is uniquely qualified for this project because:

- We have developed marketing plans for numerous communities and economic development organizations, including Quad Cities First, Clinton (Iowa) Regional Development Corporation, and the Eau Claire Economic Development Corporation here in the Midwest, as well as Drum Country Business in upstate New York and many other organizations.
- In the past three or four months, Ady Voltedge has been selected to work on similar projects for the Cities of Fitchburg, Muskego, Evansville and Portage, Wisconsin.
- We can provide you turnkey service from the research and marketing plan development through marketing implementation. We have developed several best-in-class economic development websites, marketing campaigns, and more – all in-house for seamless integration and unmatched efficiency.

Marketing a place is very different than marketing a consumer packaged goods or some other business-to-business product or service.

- The risk is much higher: a new company is likely looking at investing \$10 million or more, with long-lasting implications to the company's health for years to come.
- Multiple decision-makers are involved, usually the CEO/Owner, CFO, legal counsel, and others.
- The decision-making process is very fact-based and thorough, not emotional and spontaneous. You need the right data presented in the right way to best position yourself.
- The market is very competitive. With 72 counties in Wisconsin alone and more than 3,000 nationwide, New Richmond is competing against many, many communities that might have certain advantages over New Richmond. You need a firm who can help you identify those target industries where New Richmond will compare most favorably and have the highest likelihood of succeeding.

Helping you achieve your economic development growth goals is our expertise. In the end, we want to give New Richmond a marketing roadmap that will ensure that the current generation and the next generation have the choice of staying in New Richmond if they wish to – and that there will be opportunities for them if they wish to stay.

Janet Ady
President

*retain, expand, attract***Background**

The city of New Richmond, Wisconsin has a population of approximately 8,000 and is located in St. Croix County, one of the fastest growing counties in the state. This growth is evident in the City's population, which has increased by 28% since 2000. The City's population change is almost three times larger than the growth of the Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area, which is only 10.60%. This growth has been caused by many factors, including the proximity to major highways. New Richmond is approximately 20 miles from I-94 and US Highway 12, and is also surrounded by multiple state highways. The proximity to those major highways makes the city a viable location for business due to the easy access to different markets.

In comparison to national averages, the occupations with the highest concentration of employees are in the manufacturing, sales, and construction industries. The City has a large number of sites and buildings to accommodate these industries, including the New Richmond Business and Tech Park.

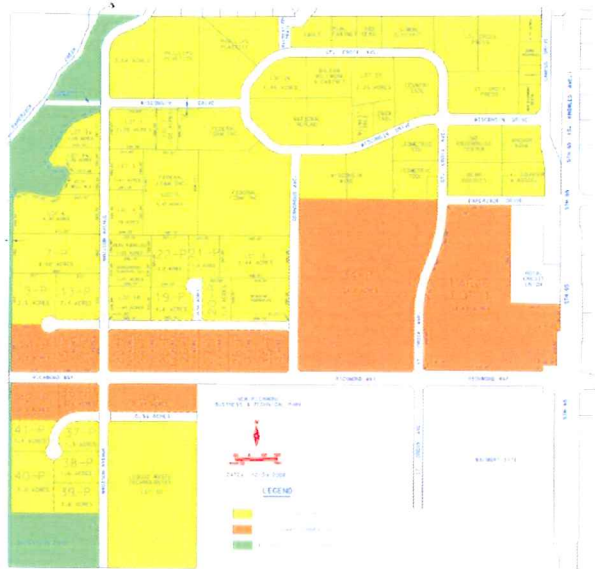
Despite the tremendous growth that New Richmond and St. Croix County have been experiencing, neither has sacrificed their quality of life or economies. The unemployment rate in New Richmond is below the national average, and the anticipated job growth is almost equal to the population growth. The housing market in New Richmond is also favorable to a growing population since the median home age is 12 years younger than the national average and those homes are less expensive.

Current Economic Development Situation in New Richmond

The City of New Richmond recently completed a strategic planning process. One of the three major strategic issues of the plan was to support and encourage local economic growth and vitality. The specific goal is to foster 1% new growth from taxable new construction each year for the next five years.

Today, the City is experiencing or anticipating several situations that present both opportunities and challenges:

- Relatively high population growth
- Proximity to the Minneapolis-St. Paul area and to other parts of St. Croix County
- Activity by many local, country-wide, and regional groups with economic development interests, including the I-94 Corridor Coalition
- Strength in manufacturing
- Interest in attracting and retaining talent, especially young talent
- Relocation/expansion of companies such as U-Line in Hudson, which can present opportunities for supply chain companies and for residents
- A newly-developed logo and tagline for the City as a whole
- A mix of both available sites and buildings, including several lots in the New Richmond Business & Technical Park (shown below).

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The City also completed a comprehensive plan in 2005.

Objectives

The City of New Richmond is interested in having Ady Voltedge expand on this base of work to develop a marketing plan that will help maintain and grow the tax base.

These analyses would work hand-in-hand to address the following types of questions the City faces:

- How can we best position the City of New Richmond within St. Croix County and the greater Minneapolis Region to take advantage of the benefits of being part of a larger region yet also differentiate New Richmond?
- On what locational criteria do businesses make expansion and relocation decisions? How does the City of New Richmond rate on these factors? What can be done to leverage advantages and mitigate weaknesses?
- What is the current perception of the New Richmond/St. Croix County/Minneapolis region among national and regional site selectors?
- What is the current perception of the City of New Richmond by decision-makers and influentials within the region/state (such as employers, utilities, higher education, workforce development officials, and state economic development officials)?
- What are the key commercial and industrial sites and buildings (including tech parks/business parks) that are available in the City of New Richmond? From a site selector's perspective, what industries would they reasonably support? How shovel-ready are they, and what improvements might be necessary to any of them to make them competitive?

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- What is the City's ideal positioning, from an economic development perspective, based on how it rates on locational criteria?
- Based on the assets within the City – including available properties, workforce, and infrastructure – which target industry groups make the most sense to cultivate, foster, and attract to the area?
- What is the City's optimal positioning relative to each of its target industry groups?
- What marketing strategies would be most effective for the City to reach its economic development goals of business retention/expansion, business attraction, and the promotion of local entrepreneurship?
- What marketing activities should the City of New Richmond specifically pursue to meet its goals?

Scope

The focus of this project is on industrial and commercial businesses, not retail business. Furthermore, the primary focus is on expanding and relocating businesses, and secondarily on entrepreneurial development.

Framework for Analysis

The Ady Voltedge target industry analysis process is based on the following fundamental premises:

1. A **portfolio approach** to target industries:
 - a. One focus on identifying industries that can support and help retain existing businesses. That is why we conduct a supply chain gap analysis as part of our target industry studies. *Note: This is likely where the importance of agriculture to the region will appear – as an input to other industries – and why manufacturing and not agriculture dominates economic impact numbers.*
 - b. A second focus on identifying new target industries for business attraction purposes. The focus is on identifying a manageable number of target industries that represent a balanced portfolio for the region.
2. An target industry evaluation process that takes into account each of the following:
 - a. **People**: labor match, current or reasonably possible with available training resources
 - b. **Property**: available sites and/or buildings that are suitable for each target industry
 - c. **Industry Fit**: how the new industries will complement the community's existing business portfolio
 - d. **Community Competitiveness**, i.e., considering the community's ratings on the locational criteria of greatest importance to expanding and relocating companies

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Approach

The following table outlines the major steps that we envision as part of this project, as well as a potential timeline. Please note that our ideal timeline is two to three weeks' longer than the 90 days suggested in the RFP. Please let us know if the 90-day deadline must be adhered to; if so, we will recommend adjustments.

Proposed Work Plan for City of New Richmond, Wisconsin Marketing Plan									
	Week 1	Weeks 2-3	Week 4	Week 5-6	Week 7	Week 8-10	Week 11	Week 12-14	Week 15
BASELINE ECONOMIC ANALYSIS									
1. Background Research & Project Initiation Meeting Review existing data, including the data conducted at the regional level. Set project protocol, set up schedule for visit for Step 4 and 5; sharing of additional background information.									
2. Rating of New Richmond/St. Croix County/Minneapolis MSA on Industrial Location Criteria Using the locational criteria that site selectors use, evaluate the City/County/MSA on its market characteristics, operating costs, operating conditions & quality of life a. Secondary research on locational criteria b. Primary research with utilities, state and regional economic development professionals, workforce development, RPC, and others for input for criteria best known at the local level c. Site Selector input: asking nationally recognized site selectors about their perceptions and experiences with New Richmond/St. Croix County.									
3. Economic Drivers Analysis A top-down analysis to determine the drivers of the New Richmond/St. Croix County economy.									
4. Evaluation of Key Available Properties Evaluation of up to eight industrial properties, including the industrial park as one of those, by a leading site selector. Intended to ensure that any target industries we identify can reasonably be accommodated with available properties.									
5. Work Session to Share Initial Findings									
SUPPLY CHAIN GAP ANALYSIS									
6. Supply Chain Gap Analysis Focusing on the inputs that are purchased by New Richmond/St. Croix County businesses from outside the region (usually defined as home county and adjacent counties, could use Minneapolis MSA as your region;) i.e., identifying inputs that are "imported" into the region that might be candidates for being displaced by local production.									

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- Assignment of single point of contact; preferred communications approach (mode and frequency), and setting timeline/schedule for remaining project deliverables.

We are suggesting that this meeting be held in person among all project team members.

Step 2: Rating of New Richmond/St. Croix County/Minneapolis MSA on Industrial Location Criteria

During this step, we will research and analyze data on the 40 or so locational criteria that site selectors themselves use to evaluate communities. These include factors in each of the following categories:

- Operating costs
- Operating conditions
- Quality of life
- Market characteristics

We will locate the data using the sources that site selectors use, and then compare ratings of the City relative to appropriate benchmarks (e.g., county, MSA, state as a whole, and US as a whole). We will supplement this secondary research with very selected primary research on specific topics best gathered at the "local" level.

As an optional dimension, we will also ask 4-5 leading site selectors for their perceptions as to this region of Wisconsin.

Together, this research will give us hypotheses as to key strengths/weaknesses and a preliminary screen of which industry sectors are the best fit with New Richmond's assets.

Step 3: Economic Drivers Analysis

We will look at a number of different measures to zero in on the major industry sectors that are driving the New Richmond/St. Croix County economy. These may include GRP, location quotients, and other analyses. This will identify what industries are the leading drivers of value for the region.

Step 4: Evaluation of Key Available Properties

Bob Ady, master site selector, brings a wealth of knowledge on the topic of evaluating properties for expansion and relocation purposes. During this step Bob will spend one-and-a-half days visiting properties within New Richmond. Among other capabilities, Bob works with The Austin Company to certify shovel-ready sites, and certified the two first shovel-ready sites in Wisconsin for James Otterstein from Rock County and Andrew Janke from Beloit.

You should show him your best inventory. He will be evaluating the properties based on their overall attractiveness to a site selector and their appropriateness for specific types of operations. Upon completion, he will provide a written assessment of the property inventory and recommendations for improvement.

Step 5: Work Session to Share Initial Findings

We will hold an in-person work session with the project team to share findings from the first four steps.

Step 6: Supply Chain Gap Analysis

We will analyze the supply chain for the driver industry identified in Step 3 (manufacturing, etc.) with a goal of identifying products and services that are imported into the region that could reasonably be produced in the region.

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For these purposes, we usually define the "region" as the community's home county plus all surrounding counties (we can modify this based on New Richmond's commuting patterns or natural trade areas).

Once identified, we will eliminate those that would be unlikely to relocate to the region due to scale investments and/or lack of available property. We will then test out these hypotheses in the next two steps.

Step 7: Work Session

We will present our findings from steps 2-4 in a work session format with the project team and finalize. We will also make logistical arrangements for the visits to available properties and the employer input in upcoming steps.

Step 8: Employer Input

It is important to get feedback on potential supply chain gaps before finalizing them for at least two reasons. First, we want to validate that local experts agree where these opportunities are. There may be some anomaly at the local level that overrides the story that the data alone tells. The second reason is to make sure that key local employers are not already pursuing opportunities to satisfy the gaps that have been identified (the implication being that they don't want the City to focus on what they are doing to grow their individual businesses).

We plan on spending one full day interviewing employers one-on-one (at their plants or offices, if possible). We anticipate that these interviews would include representatives from your largest private-sector employees so that we can get specific feedback on the supply chain gap analysis, as well as a range of other representative employers.

These interviews will be conducted by Janet Ady and/or Brandon Rutz.

Step 9: Finalize Supply Chain Opportunities

Ady Voltedge will take into account all the input and make recommendations for supply chain opportunities for the region and present and discuss to the project team in a work session format.

Step 10: Preliminary Target Industry Analysis

Preliminary identification of target industries, based on available properties, locational assets, and industry concentration and growth in the region.

Step 11: Labor Force Analysis

Screening of the preliminary target industries based on labor factors, specifically the availability of people with required skills for the top skilled occupations within each target industry.

Step 12: Meeting: Recommended Target Industries

During this in-person meeting in New Richmond, we will present our findings from the research conducted to date, including our recommendations for which industries to target for business retention and attraction purposes. We will conduct this meeting in a work session format, and expect to finalize the key elements of the target industry analysis at this meeting.

*retain, expand, attract***Step 13: Marketing Plan Development & Presentation**

During this step, we will develop a marketing plan for the City of New Richmond's economic development efforts.

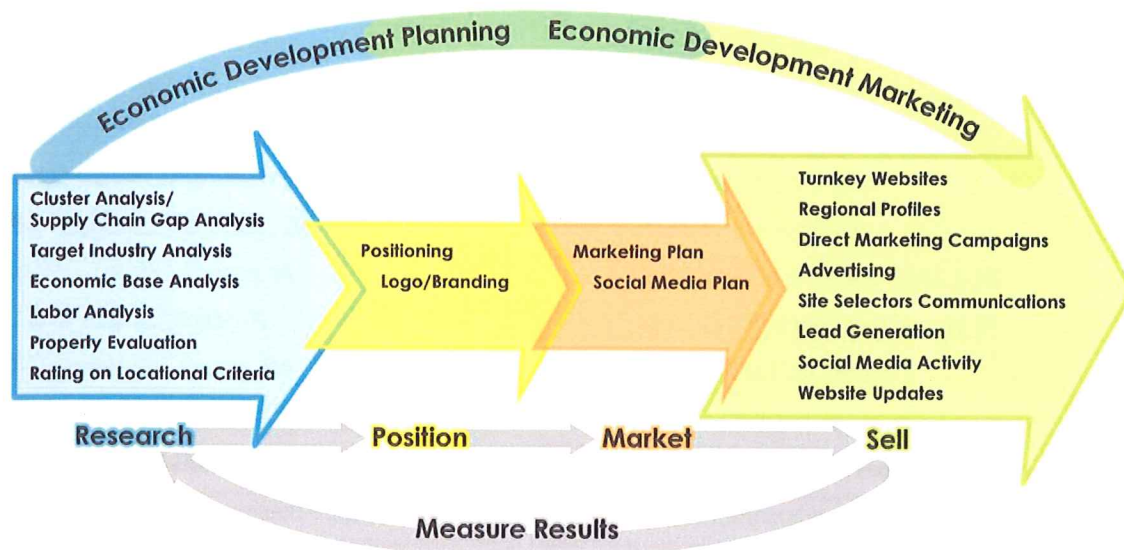
This will be a 12- to 18-month plan that will include the following key elements:

- Situation Analysis
- Recommended Positioning of New Richmond (umbrella positioning)
- Target Industries
- Sub-positioning of New Richmond within each target industry
- Marketing Strategies
- Marketing tactics, timelines, and budgets

We can recommend an implementation budget based on your economic development goals or work with one provided by you (or both). Normally, we have an interim report to review the first three or four bullets above before completing the plan.

Step 14: Assist in Marketing Implementation

Implementation is outside the scope of this project, since we don't know what implementation activities will be required, but know that Ady Voltedge is an expert in branding, turnkey website development, and marketing tactics such as campaigns, direct mail, trade shows, regional profiles/target industry profiles, advertisements, familiarization tours and more.

*retain, expand, attract*About Ady Voltedge**Ady Voltedge Areas of Expertise**

Ady Voltedge is a unique and highly specialized branding, marketing and communications firm conceived and designed to help community and economic development organizations retain, grow, and attract residents and businesses to its city or region.

Our core competencies are in branding, marketing, economic development and website development. The benefits of our expertise are:

- Expert counsel in ED branding and ED website navigation
- Ability to both identify and source the data that is required by site selectors for the economic development website

*retain, expand, attract***Representative List of Current and Past Clients**

Alliant Energy, IA and WI	Indiana Municipal Power Agency, IN
Carroll County EDC, IN	Lansing Economic Area Partnership, MI
Chippewa County EDC, WI	Madison County, IL (City of Highland)
Crawford County, WI	Madison County IDA, NY
Drum Country Business, NY	Manatee Chamber, FL
Dubois County Area Development Corporation, IN	Midwest Partnership, IA
Fort Benning & The Valley, GA	Momentum West, WI
Eastern Iowa ED Alliance, IA	Nebraska Public Power District, NE
EDC of Wayne County, IN	Orange County ED Partnership, IN
ED Washington County, WI	Quad Cities First, IN and IL
Greater Clinton Development Corporation, IA and IL	Radius Indiana
Greater Houston Partnership, TX	Site Selectors Guild, Inc., national
Greater Sterling Development Corp., IL	Valley Partnership, GA and AL
Huntsville Alabama USA, AL	Vermilion Advantage (IL)
I-88 West Corridor, IL	Wisconsin Economic Development Assn.

Not-For-Profit Organizations with Community & Economic Development Goals

The Alliance
BioForward, Inc.
Dairy Business Innovation Center
eTech College of Wisconsin
Wisconsin Technical College System

*retain, expand, attract***Project Team, Biographies and Experience**

Ady Voltedge will partner with Ady International Company on this project. Robert Ady, president of Ady International Company (and Janet's father), is a nationally recognized site selector, having located more facilities in the U.S. than any other individual. He will bring the site selector perspective on available sites & buildings as well as on target industries.

Janet Ady will serve as overall project administrator. Janet has led major initiatives for numerous regional programs across the United States and is a sought-after strategist and planner. Janet speaks regularly on topics such as Trends in Economic Development and Best Practices in Economic Development Marketing. She earned her BS in Business Administration from the University of Illinois and her MBA from Northwestern University in Chicago.

Bob Ady will serve as expert consultant in the areas of target industries, sites & buildings, and overall positioning. Bob is the penultimate site selector, having located more facilities in the United States than any other individual. He is the former president of Fantus Consulting, which was sold to Deloitte Consulting. He also was co-founder and co-managing director of World Business Chicago, a nine-county regional economic development organization, before starting his own business to focus on site selection. In conjunction with Austin Consulting out of Ohio, he conducts a Shovel-Ready Site Certification program for communities seeking to attract manufacturing and food processing clients.

Brandon Rutz, Senior Research Analyst, will lead the analyses and assist with the employer interviews. Brandon has a background in finance and marketing and helped develop the technical approach for our industry cluster, target industry, and labor force analyses. Brandon earned his BS from the University of Wisconsin and is currently studying to become a certified economic developer (CEcD).

Bennett Syverson, creative director, will serve as creative lead on this project. Benny brings more than 15 years of experience to Ady Voltedge. He is well-versed in all aspects of graphic design, including logo/identity development, graphic communications standards, and color palettes, as well as in leading the development of various advertising and direct mail campaigns and promotions. Benny develops user interfaces for websites, and oversees a team of copywriters, illustrators, and production artists. Benny has worked for major consumer packaged goods companies as well as B2B agencies and clients. He provides creative yet practical input, always anchored in addressing clients' root business goals.

Ben Hansen, vice president, new media, will serve as the technical lead. He is the driving force behind Ady Voltedge's suite of software products, which include an advanced Content Management System so that users can easily update their own websites, and many other modules such as email newsletters, blogs, e-commerce and shopping carts, and more. Ben's high technical proficiency allows clients' needs to dictate the best combination of programming languages and software programs to use on each project. He is fluent in numerous programming languages such as HTML, CSS, PHP, ASP, Java, JavaScript, ActionScript, SQL, XML, and the Google API, as well as in a wide variety of software programs, such as Macromedia Dreamweaver and Flash, Apple Final Cut, DVD Studio, Live Type, Motion, Soundtrack, GarageBand, Audacity, Blender, and POV-Ray.

Ryne Eberle will serve as copywriter and provide marketing messaging. Working with the rest of the Ady Voltedge team, he will synthesize all data and information while tailoring it directly to your target audience. Ryne also heads up our social media program for clients to help drive traffic to client websites on an ongoing basis. Ryne is an accomplished editor, writer and manager who came to Ady Voltedge after graduating from UW-Oshkosh, where he was the editor-in-chief of the student newspaper, overseeing a dozen writers.

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Full biographies of all team members are included in the appendix of this document.

In addition, we have included a number of relevant case studies for similar work we have conducted with representative clients nationwide. Please feel free to contact any or all of these clients as references.

Investment Schedule

The fee for professional services is \$39,750. See additional detail below, as well as the General Terms and Conditions which are attached to and included as part of this proposal.

Proposed Investment City of New Richmond, Wisconsin Target Industry Analyses	
BASELINE ECONOMIC ANALYSIS	
1. Background Research & Project Initiation Meeting	\$12,000
2. Rating of New Richmond/St. Croix County/Minneapolis-St. Paul-Bloomington MSA on Industrial Location Criteria <ul style="list-style-type: none">a. Secondary researchb. Primary researchc. Site Selector input	
3. Economic Drivers Analysis	
4. Evaluation of Key Available Properties	
5. Work Session to Share Initial Findings	
SUPPLY CHAIN GAP ANALYSIS (requires Baseline Economic Analysis)	
6. Supply Chain Gap Analysis	\$7,500
7. Work Session	
8. Employer Input	
9. Finalize Supply Chain Opportunities	
IDENTIFYING TARGET INDUSTRIES (requires Baseline Economic Analysis)	
10. Target Industry Analysis Identification of preliminary target industries based on regional competitiveness, size, and growth.	\$15,000
11. Labor Force Analysis Screening of target industries based on the availability of skilled labor for top occupations and skills that are compatible to these occupations. Potentially, recommendations for how workforce training should be directed in the future to be aligned with industry opportunities.	
12. Meeting: Recommended Target Industries	
MARKETING PLAN DEVELOPMENT (requires Baseline Economic Analysis & TI analyses)	
13. Marketing Plan Development & Presentation Develop a marketing plan, including parameters for lead generation lists, if appropriate. For each target industry, includes situation analysis, marketing strategies, marketing tactics, timeline, and budget.	\$15,000
TOTAL FOR THIS PHASE	\$49,500
14. Assist in Marketing Implementation	\$50,000/TBD

*retain, expand, attract***The Fine Print**

Pricing Assumptions. All estimates are based on one round of revisions; additional rounds will be billed on a time and materials basis. Any out-of-pocket expenses will be billed at cost, Net 30. Does not include mileage and other travel expenses.

Payment Terms. Normal payment terms are one-third upon initiation, one-third upon completion of Step 9, and the remainder upon completion. Interest of 1.5% per month is added for balances over 30 days.

Ady Voltedge reserves the right to prepare a revised estimate if the scope changes significantly from what is described here. Ady Voltedge shall provide a written estimate and get approval from the City of New Richmond before beginning any additional work.

Should the project be cancelled or progress postponed for more than 45 days, the client shall pay one-half of the estimated cost or actual costs for the work performed to date based upon a time and materials basis, whichever is higher.

Other Terms and Conditions. This proposal is subject to our standard General Terms and Conditions, a copy of which is attached to and part of this proposal.

Confidentiality. This proposal is the confidential and proprietary information of Voltedge, Inc. dba Ady Voltedge and Ady International Company and is subject to the provisions of General Terms and Conditions regarding confidentiality. Please disclose it only to individuals in your organization who need to know and inform them of its confidentiality. Do not disclose it to individuals outside of your organization without the prior permission of Ady Voltedge or Ady International.

Conclusion

Thank you for the opportunity to propose on this important project. We are ready to initiate work immediately upon authorization.

Sincerely,



Janet Ady
President

Authorization

Name: _____ Title: _____

Signature: _____ Date: _____

*retain, expand, attract***GENERAL TERMS AND CONDITIONS**

1. **Agreement.** The client proposal to which these General Terms and Conditions are attached (the "Proposal") and these General Terms and Conditions (collectively the "Agreement") form the full agreement between Voltedge, Inc. ("Voltedge") and the client identified in the Proposal ("Client"). In the event of any conflict between the Proposal and these General Terms and Conditions, the Proposal shall govern and prevail.
2. **Services:** Voltedge will perform the professional services (the "Services") described in the Proposal. Services and deliverables not expressly set forth in the Proposal are excluded, unless Client and Voltedge agree otherwise in writing.
3. **Independent Contractor:** The Agreement is between Voltedge and Client. Any other persons shown as part of the Voltedge team in the Proposal are Voltedge subcontractors who will assist Voltedge in providing the Services to Client. Voltedge is an independent contractor and is not an employee of Client. Services performed by Voltedge under this Agreement are solely for the benefit of Client unless specified otherwise. Nothing contained in this Agreement creates any duties on the part of Voltedge toward any person not a party to this Agreement.
4. **Standard of Care:** Voltedge will perform the Services with the degree of skill and diligence normally practiced by professional firms performing the same or similar services. NO OTHER WARRANTY OR GUARANTEE, EXPRESSED OR IMPLIED, IS MADE WITH RESPECT TO THE SERVICES AND ALL IMPLIED WARRANTIES ARE DISCLAIMED.
5. **Changes/Amendments:** This Agreement may not be changed except by written amendment signed by Voltedge and Client. Services not expressly set forth in the Agreement are excluded. If Voltedge or its subcontractors are delayed in performing the Services due to an event beyond their control, including but not limited to fire, flood, earthquake, explosion, strike, transportation or equipment delays, or act of God, then the schedule or payment under the Agreement shall be equitably adjusted, if necessary, to compensate Voltedge for any additional costs or time needed due to the delay.
6. **Compensation:** Voltedge will provide the Services on the basis provided in the Proposal. Items shown in the proposal as fixed price "estimates" based upon assumptions are not price guarantees, but reflect Voltedge's good faith estimate of the cost of provide a particular Service based upon the assumptions in the Proposal. If any fixed price estimate tied to assumptions in the Proposal changes based upon discussions with Client or changes to the underlying assumptions, Voltedge will provide the final fixed price figure in writing to Client before commencing the applicable portion of the Services. Client will also reimburse Voltedge for all expenses directly related to the Services furnished. Such expenses include but are not limited to the following:
 - (a) Travel and lodging expense (for Bob Ady, related to site visits, only)
 - (b) Other direct expenses related to Services furnished.Such expenses shall be reimbursed at Voltedge's actual cost.
7. **Payment:** Any invoice not paid within 30 days shall bear interest at the rate of 1½ percent per month (or the maximum percentage allowed by law, whichever is lower) on the unpaid amounts until paid in full. If Client disputes any portion of an invoice, Client agrees to pay the undisputed portion and notify Voltedge in writing within 10 days of the invoice of any exceptions taken. If Client fails to pay any invoiced amounts within 30 days after delivery of invoice, Voltedge, at its sole discretion, and without limiting its other rights or remedies under this Agreement or at law or in equity may suspend performance of the Services.

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- 8. Limitation of Liability:** NO EMPLOYEE OR CONTRACTOR OF VOLTEDGE SHALL HAVE INDIVIDUAL LIABILITY TO CLIENT. TO THE EXTENT PERMITTED BY LAW, THE TOTAL LIABILITY OF VOLTEDGE TO CLIENT FOR ANY AND ALL CLAIMS ARISING OUT OF THIS AGREEMENT, WHETHER CAUSED BY NEGLIGENCE, ERRORS, OMISSIONS, STRICT LIABILITY, BREACH OF CONTRACT OR CONTRIBUTION, OR INDEMNITY CLAIMS BASED ON THIRD PARTY CLAIMS, SHALL NOT EXCEED THE COMPENSATION PAID TO VOLTEDGE UNDER THIS AGREEMENT.
- 9. Consequential Damages:** In no event and under no circumstances shall Voltedge be liable to Client for any interest, loss of anticipated revenues, earnings, profits, increased expense of operations, loss by reason of shutdown or non-operation due to late completion, or for any consequential, indirect or special damages.
- 10. Reuse of Work Products:** All documents, software, data and materials prepared by Voltedge in connection with the Services ("Work Products") are instruments of service and are and shall remain the property of Voltedge. Client shall have a non-exclusive license to software provided in the Proposal and shall also have the right to make and retain copies and use the Work Products prepared for Client by Voltedge as part of the Services; provided, however, the use shall be limited to the intended client and intended use for which the Services and Work Products are provided under this Agreement. Voltedge may, at its sole discretion, copyright any of the Work Products; provided that copyrighting will not restrict Client's right to retain or make copies of the Work Products for its information, reference and use on the project or Services provided under this Agreement.

The Work Products shall not be changed or used for purposes other than those set forth in this Agreement without the prior written approval of Voltedge. If Client releases the Work Products to a third party without Voltedge's prior written consent, or changes or uses the Work Products other than as intended hereunder, Client does so at its sole risk and discretion and agrees to indemnify and hold Voltedge harmless for any claims (including Voltedge's claims to reasonable compensation for such third party use) or damages resulting from or connected with the release or any third party's use of the Work Products.

- 11. Information Provided by Client:** Client shall provide to Voltedge in a timely manner any information Voltedge indicates is needed to perform the Services, including promptly answering questions posed by Voltedge and promptly reviewing Work Products and drafts prepared by Voltedge. Voltedge may rely on the accuracy of information provided by Client and its representatives. Client also represents that no information or material it furnishes to Voltedge for incorporation into the Work Products infringes on any third party's patent, copyright, or trademark/trade name rights or constitutes a misappropriation of trade secrets and agrees to indemnify and hold Voltedge harmless against claim, loss or damage resulting from any breach of this representation.
- 12. Confidentiality:** The Agreement has been prepared solely for the use of Client using proprietary information of Voltedge and shall be deemed confidential information not to be shared with any third party without the prior written consent of Voltedge.
- 13. Access to Software Source Code in Event Voltedge Ceases to do Business.** If Voltedge ceases to do business for any reason at any time when Voltedge is hosting Client's website, and no one succeeds to Voltedge's obligations to maintain the software that Voltedge has developed for Client's website, Voltedge agrees to provide Client access to the source code that Voltedge has developed for such software at no cost to Client. Such access shall be for the sole purpose of enabling Client to perform maintenance on its website and Client shall at all times handle the source code in a manner that preserves its confidentiality and protects against its unauthorized use and unauthorized disclosure. Voltedge, at Client's written request and at Client's expense shall maintain the source code for such software (but not for any third party software employed in the website) on deposit with a nationally recognized escrow

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company selected by Voltedge under the terms of a separate escrow agreement among Client, Voltedge and the escrow company, in form agreeable to Voltedge.

14. Miscellaneous:

- (a) This Agreement is binding upon and will inure to the benefit of the Client and Voltedge and their respective successors and assigns. Neither party may assign its rights or obligations hereunder without the prior written consent of the other party.
- (b) This Agreement shall be governed by and construed in accordance with the laws of the State of Wisconsin and the venue for any disputes between Client and Voltedge shall be the state or federal court with jurisdiction in Dane County, Wisconsin.
- (c) In any action to enforce or interpret this Agreement, the prevailing party shall be entitled to recover, as part of its judgment, reasonable attorneys' fees and costs from the other party.
- (d) Any notices required or permitted to be given under this Agreement shall be delivered to the parties by personal delivery, or by registered or certified mail, return receipt requested, at the addresses set forth in the Proposal.

**Janet L. Ady****President**

608.663.9218 ext. 201

jady@adyvoldge.com

An experienced marketing strategist who knows how to reach expanding and relocating companies, talent, and stakeholders with compelling messages that promote business investment and growth.

PROFESSIONAL EXPERIENCE

Ady Voltedge, President

Years with Ady Voltedge: 8 years

Years in career prior to Ady Voltedge: 18 years

MEMBERSHIPS/AFFILIATIONS

Wisconsin Economic Development Association, Executive Committee member

Mid-America Economic Development Council, Member

Wisconsin Geographic Information Coordination Council, At-Large Board Member

Indiana Economic Development Association, Member

Professional Developers of Iowa, Member

Wisconsin Business Development, Advisory Board Member

Madison Area Technical College, Business & Marketing Department, Chair of Advisory Committee (2005 to present)

Dairy Business Innovation Center, consultant (2004 to present)

EDUCATION

J.L. Kellogg Graduate School of Management at Northwestern University, Evanston, IL; Masters in Management (M.B.A.)

University of Illinois at Champaign-Urbana, B.S. in Business Administration

Janet Ady's passion is business-to-business marketing and economic development. As president of Ady Voltedge, she has led marketing initiatives for a wide range of organizations. Ultimately, her work helps to strengthen existing businesses, enhance the quality of life, attract new and expanding businesses, and retain and attract talent.

Ms. Ady's background is in marketing research and strategy development. In that capacity, she has conducted thousands of in-depth qualitative interviews with business and technical decision-makers across a broad swath of businesses. Her knowledge of multiple industries allows her to provide value to individual businesses as well as communities and regions targeting specific sectors.

She also brings an in-depth knowledge of the site selection process, especially in terms of understanding what factors are evaluated during each step along the decision-making process and how to optimally position places and develop compelling, differentiating messages. In this way, Ady Voltedge brings both the science and the art to economic development marketing.

Ms. Ady consults on many aspects of economic development marketing, including website development and design, the evaluation of alternative sites & building mapping solutions, marketing plan development, and trends and implications in economic development marketing.

As a complement to her work in economic development, Ms. Ady continues to support value-added agriculture initiatives. She has conducted over 30 consumer focus groups, to date, for over four dozen different artisan and specialty food companies through her work as a consultant to the Dairy Business Innovation Center. She is a frequent speaker on the topics of local foods and how to develop programs for meeting the needs of budding entrepreneurs.

**Robert M. Ady****President, Ady International Company**

312.560.8355

rma@adyinternational.com

The individual who has located more facilities in the United States than anyone else.

PROFESSIONAL EXPERIENCE

President of Ady International Company

Co-founder and co-managing director, World Business Chicago

President, PHH Fantus (now Deloitte Touche)

MEMBERSHIPS/AFFILIATIONS

President of The Site Selectors Guild

International Economic Development Council, honorary life member and former board member

Japan-America Society, Chicago Chapter

EDUCATION

M.B.A., Loyola University – Chicago

B.S. in Business Administration, University of Illinois, Champaign

Robert M. Ady, former president of PHH Fantus Consulting, has identified optimal locations for more businesses in the United States than any other person. He helped to define the parameters of facility location into a professional field. The methodology and techniques that he introduced into the site selection process are standards by which companies throughout the world select new locations. A few of his recent major site selection clients include: U.S. Gypsum, BorgWarner Automotive, American Family Insurance, Toyota Motor Corp., Best Buy and Lowes.

Mr. Ady also assists communities in their economic development efforts including: web site content and design, marketing to site selectors, site certification, board training, and competitive benchmarking.

Mr. Ady is frequently quoted in the national media on such topics as global competition, business location trends, future work force availability, and incentive negotiations. Past coverage includes NBC Nightly News, The Wall Street Journal, New York Times, and Forbes magazine. He has lectured at special forums including the World Conference on Economic Development, World Utility Development Council, the National Association of State Development Agencies and the International Economic Development Council.



Benjamin J. Hansen

Vice President, New Media

608.663.9218 ext. 204

bhansen@adyvoltedge.com

Our resident "intrapreneur" focuses on the intersection of technology and business; his acumen in both provides clients the flexibility of solutions that are optimal for their businesses' needs.

PROFESSIONAL EXPERIENCE

Ady Voltedge, VP of New Media

Years with Ady Voltedge: 5

Years in career prior to Ady Voltedge: 7

SPEAKING ENGAGEMENTS

"What Would Google Do?" presentation for Indiana Economic Development Association

Social Media Panel for BioForward, Inc., trade association for biosciences

Social Marketing Presentation at Annual Conference of Wisconsin Association for Health Underwriters

The Real Scoop on Search Engine Optimization for International Association of Business Communicators

Tricks and Tips for Improved Search Engine Optimization - for national webinar

Practical Tips for Improving the ROI of Online Marketing for Wisconsin Specialty Cheese Institute

EDUCATION

University of Wisconsin – Madison, credits toward B.S. in Computer Science

Google Developers Conference

Adobe Developers Conference

Ben Hansen's passion is for the convergence of technology and business. At Ady Voltedge, he has been the driving force behind our suite of software products, which include an advanced Content Management System that allows clients to easily update their own websites, and many other modules such as for email newsletters, blogs, e-commerce, shopping carts, and more.

His high technical proficiency allows clients' needs to dictate the best combination of programming languages and software programs to use on each project. While most of our custom website development is done in HTML using CSS and with database driven applications powered by PHP, Mr. Hansen is fluent in numerous programming languages such as Joomla, Drupal, ASP, Java, JavaScript, ActionScript, SQL, XML, and the Google API, as well as in a wide variety of software programs, such as Macromedia Dreamweaver and Flash, Apple Final Cut, DVD Studio, Live Type, Motion, Soundtrack, GarageBand, Audacity, Blender, and POV-Ray.

Mr. Hansen also differentiates himself with an uncanny ability to be able to integrate to a wide range of other platforms and programs. These include Salesforce.com, Microsoft Dynamics CRM, PayPal, Authorize.net, Net Suite, Member Clicks, Avectra/NetForum, and countless others. This flexibility provides clients with more options to integrate to multiple other systems, yet have an integrated, user-friendly experience.

A specific service that Mr. Hansen provides to clients is the identification and evaluation of alternative technologies, such as in interactive mapping, membership management software, social media, and GIS mapping for economic development.

Mr. Hansen is an avid technology buff. His areas of expertise include the use of social media for economic development, best practices in website design, trends and implications for new uses of technology in economic development, and more.



Bennett Syverson

Art Director

608.663.9218 ext. 202

bsyverson@advoltedge.com

An intuitive designer who masterfully incorporates the heart and attitude of each company into their brand and marketing materials.

PROFESSIONAL EXPERIENCE

Ady Voltedge, Art Director

Years with Ady Voltedge: 3

Years in career prior to Ady Voltedge: 20

AWARDS

Paint Regional Annual Award Winner

Addy District and Local

How Publications

National Agrimarketing Best of Show

EDUCATION

B.A. in Art, Central Lakes College

REPRESENTATIVE PROJECTS

Developing brand positioning, name, tagline and logo for a 10-county regional ED group

Crafting regional profiles and target industry sheets for numerous organizations

Creating award-winning website user interfaces

Bennett Syverson brings more than 20 years of experience to Voltedge. He is well-versed in all aspects of graphic design, including logo/identity development, graphic communications standards, and color palettes, as well as leading the development of various advertising and direct mail campaigns and promotions. From the very beginning of the branding process to the very end, he consistently delivers results that go above and beyond client expectations. Mr. Syverson develops user interfaces for websites, and oversees a team of copywriters, illustrators, and production artists.

Benny has worked for major consumer packaged goods companies on national campaigns, as well as for business-to-business agencies and clients. He provides creative yet practical input, always anchored in addressing clients' root business goals. His experience ensures that he will develop branding and marketing materials that are consistent with the company's character, and innovative enough to stand out among the crowd while maintaining the longevity and timelessness that will foster brand successful brand recognition for years to come.



Brandon Rutz

Senior Research Analyst

608.663.9218 ext. 208

brutz@advoltedge.com

A researcher's researcher with the ability to focus on details and see the big picture arming clients with the facts to tell their story.

PROFESSIONAL EXPERIENCE

Ady Voltedge, Senior Research Analyst

Years with Ady Voltedge: 2

Years in career prior to Ady Voltedge: 3

MEMBERSHIPS/AFFILIATIONS

Wisconsin Economic Development Association, member

Indiana Economic Development Association, member

Mid-American Economic Development Council, member

Professional Developers of Iowa, member

Wisconsin Association of Health Underwriters

Featured speaker, Practical Tips for Using Social Media for Business Growth

EDUCATION

B.S. in Business Administration (Marketing and Finance), University of Wisconsin – Madison

Brandon Rutz is a disciplined yet innovative thinker whose passion for data and research is complemented by a background in marketing and customer service. He serves as day-to-day manager of research at Ady Voltedge, where he cultivates popular as well as lesser-known sources of data to support clients in marketing discovery, planning, and implementation.

His responsibilities also include managing large and complex projects, especially data-rich projects such as economic development websites, sector research, and marketing plan development. He has fine-tuned critical-thinking skills which provide clients with well thought-out, effective recommendations. He is also a public speaker on current topics in marketing and market research.

Some examples of sector research he has conducted include: geographic expansion within the business-to-business healthcare market, talent attraction strategies for high-demand occupations, the stability of the banking industry, the effect of currency rates on supply chain management, and the potential for biodiesel fuel.



Ryne Eberle

Writer/Project Specialist

608.663.9281 ext. 203

reberle@adyvoltedge.com

PROFESSIONAL EXPERIENCE

Ady Voltedge, Writer/Project Specialist

Years with Ady Voltedge: 1

Years in career prior to Ady Voltedge: 2

EDUCATION

B.A in Journalism, University of Wisconsin-Oshkosh

An articulate wordsmith with not only the ingenuity to visualize what needs to be said, but also the creative voice needed to communicate those ideas to an audience.

Ryne Eberle is a crafty copywriter who has the capacity to conceptualize ideas and the ability to put them on paper. He serves as the lead writer on websites and other marketing collateral in addition to managing the various other projects that take place within the marketing process.

With a background in reporting as well as editorial management, Ryne knows how to emphasize what's most important to an audience and how to generate content that's both consumable and meaningful.

Another component of Ryne's work at Ady Voltedge is managing several social media platforms in order to always be connected to who matters most in the economic development community.

POSITIONING

Target Industry Analysis

Sector Research
Other Research

Positioning

Branding

MARKETING

Marketing Plans

Website Development

Marketing Tools

SELLING

Lead Generation

Targeted Communications

Advertising/Direct Mail

Social Media
Website Updates
Public Relations

REFERENCE

Mark Kapfer, CEcd
Executive Director, Economic
Development
Eastern Iowa Community College
District
Davenport, IA
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Baseline Branding, Marketing and Prospecting for a Newly-Formed Region

Eastern Iowa Economic Development Alliance

The Eastern Iowa Economic Development Alliance (EIEDA) was a newly-formed regional entity designed to market a five-county region in eastern Iowa.

Ady Voltedge first conducted a target industry analysis to identify existing and "near fit" industries, with a good mix of emerging, mature, and growth industries. This research was informed by in-depth qualitative interviews with key employers, workforce development boards, community college and university leaders, utilities and others.

This baseline target industry work served as the foundation for regional positioning and branding, and resulted in a new URL, tagline, logo and brand standards for the region.



Since websites are the single most effective marketing tool for reaching relocating and expanding businesses, Ady Voltedge developed a custom, turnkey website to communicate the benefits of the region and to share the data required by decision-makers.

Ady Voltedge helped EIEDA seize an opportunity to build awareness among one of its target industries by developing a tradeshow booth and supporting collateral. We advised on the purchase and analysis of a target list, and developed a direct mail piece to drive visitors to its booth.



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SELLING

Lead Generation
Targeted Communications
Advertising/Direct Mail

Social Media

Website Updates
Public Relations

REFERENCE

Michelle Capone
Senior Project Development
Specialist
Development Authority of the North
Country (DANC)
Watertown, NY

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mcapone@drumcountrybusiness.com

Leveraging Military and Regional Investments to Spur Business Growth

Drum Country Business

Drum Country Business is the recruitment and attraction arm for a three-county region in North Central New York, named so because of Fort Drum's location in the center of the region.

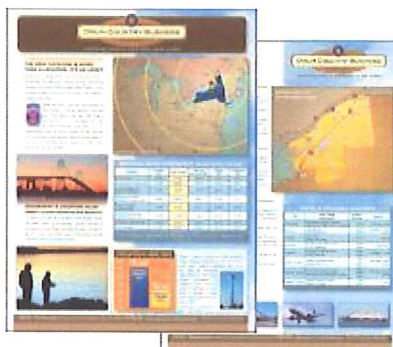
Drum Country Business retained Ady Voltedge to help it develop baseline marketing communications and an actionable plan for recruiting new businesses to the area. Ady Voltedge reviewed existing research that had been conducted previously and conducted primary research among area employers, Fort Drum personnel, and other stakeholders.

Through this process, we identified a number of target industries that represented achievable opportunities for the region.



We then developed a brand positioning for the region, a new logo, URL and brand standards, as well as prospectuses and a website.

We are currently working with Drum Country Business on developing and implementing an 18-month marketing plan



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Advertising/Direct Mail

Social Media

Website Updates

Public Relations

REFERENCE

Heather Sotelo
Executive Director
Greater Sterling
Development Corporation
Sterling, IL

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hsotelo@sterlingdevelopment.org

Business Attraction at Local and Regional Level, Integrated with Talent Attraction

Greater Sterling Development Corporation

The Greater Sterling Development Corporation (GSDC) represents a community in north central Illinois with a long history of manufacturing expertise and a location naturally suited for distribution and logistics.

Under new leadership, GSDC retained Ady Voltedge to evaluate its positioning and make recommendations for attracting more business investment to the area. Our initial work plan included stakeholder input sessions and a rebranding of the region. This was followed by a customized, turnkey website with associated print collateral.

To quantify Sterling's advantages in its primary target industry relative to other regions, Ady Voltedge developed a cost comparison model. This model is used in recruitment communications and also to develop pro formas for prospective companies.



Our work for GSDC led to two related engagements. The first was for a regional group, I-88 West. Ady Voltedge interviewed site selectors who had located facilities in the region, state economic development officials, utilities, and other influentials. Based on this input, along with our own proprietary research, we developed a website and regional profile for the two-county region to market itself directly to commercial brokers and site selectors.

The expansion of a major nearby correctional facility provided Sterling and a sister community, Rock Falls, with an opportunity to grow their communities. Sterling and Rock Falls engaged Ady Voltedge to develop a brand mark and approach for attracting talent through the development of a turnkey, custom website.



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Social Media
Website Updates
Public Relations

REFERENCE

Christian Tscheschlok, CEcD
Executive Director
Economic Development
Washington County
West Bend, WI
262.335.5769
tscheschlok@edwc.org

Rebranding for an EDO Pursuing a Strategy of Economic Gardening

Economic Development | Washington County (Wisconsin)

Economic Development | Washington County (ED | WC) recently hired a new executive director with a goal of establishing the organization as a leader in economic gardening. It conducted baseline work to identify strategic clusters and initiatives, and then hired Ady Voltedge to develop a new brand that reflects their new focus.



Ady Voltedge worked closely with staff and a task force of local marketing professionals to develop a brand positioning for the County as well as logo and branding options. It wanted a logo that represented the dynamic, business-driven public-private partnership and distinguished it from not-for-profits and government agencies.

The chosen logo emphasizes the organization's URL and graphically shows the location of Washington County not only in Wisconsin but within the Great Lakes.

Ady Voltedge then developed the layout and design for key marketing communications to stakeholders and investors, serving as a launching point for the new brand and as part of a continuing capital campaign.

